

Training and Exercise Planning Workshop User Guide

The Training and Exercise Planning Workshop (TEPW) User Guide provides guidance to organizations in conducting an annual TEPW and developing a Multi-year Training and Exercise Plan (TEP) in line with the Homeland Security Exercise and Evaluation Program (HSEEP).

Overview

The creation of effective capabilities-based exercise programs begins with a multi-year Training and Exercise Plan (TEP), which establishes overall exercise program priorities and outlines a multi-year schedule of training and exercise activities designed to address those priorities and validate core capabilities. The Training and Exercise Planning Workshop (TEPW) provides a collaborative workshop environment for Whole Community stakeholders to engage in the creation of the TEP. The TEPW also serves as a forum to coordinate training and exercise activities across organizations in order to maximize the use of resources and prevent duplication of effort.

This TEPW User Guide provides guidance for organizations conducting a TEPW and includes sample documents and relevant reference material.

TEPW Purpose

The purpose of the TEPW is to use the guidance provided by elected and appointed officials to identify and set exercise program priorities and develop a multi-year schedule of training and exercise events to meet those priorities. At the TEPW, stakeholders draw on jurisdiction-specific threats and hazards, identified areas for improvement, core capabilities, external requirements, and accreditation standards or regulations to develop or update the Multi-year TEP. In this way, the TEPW establishes the strategy and structure for an exercise program and sets the foundation for the planning, conduct, and evaluation of individual exercises.

TEPW Conduct

Identify Factors for Consideration

The first task of TEPW participants is to identify factors for consideration in developing exercise program priorities. Factors for consideration are the key elements that influence the selection of program priorities. The list of factors will help organizations consider the full range of variables impacting their exercise and preparedness programs. TEPW participants should consider the following factors:

- **Threats and hazards** including:
 - National threats and hazards
 - Organizational or jurisdictional threats and hazards
 - Threat and Hazard Identification and Risk Assessment (THIRA)
 - Local risk assessments
 - Hazard vulnerability analysis
- **Areas for improvement/capability assessments** from exercises and real-world events, including:
 - Strengths to be shared with other organizations
 - Open and non-validated corrective actions
 - Identified and/or perceived areas for improvement

- **External sources and requirements**, including:
 - Industry reports
 - State or national preparedness reports
 - Homeland security strategies
- **Accreditation standards, regulations, or legislative requirements**, including:
 - Accreditation standards (e.g., hospital accreditation requirements)
 - Regulations or legislative requirements

Participants work in small groups to build lists for each of the listed factors, and brief the lists to the plenary group.

Link Factors to Core Capabilities

Once participants have developed a comprehensive list of all factors for consideration, they link the factors to core capabilities. Core capabilities are distinct critical elements necessary to achieve the specific mission areas of prevention, protection, mitigation, response, and recovery. By linking each factor to one or more core capabilities, participants can identify and prioritize the most common core capabilities. This process helps identify the areas most in need of attention.

Establish Exercise Program Priorities

Exercise program priorities are the strategic, high-level priorities that guide the overall exercise program. These priorities inform the development of exercise objectives, ensuring individual exercises evaluate and assess core capabilities in a coordinated and integrated fashion. Working from both the factors to consider and core capabilities list, participants identify a manageable number of program priorities.

Develop a Multi-year Schedule

After setting exercise program priorities, TEPW participants build a draft multi-year schedule that outlines the exercises and associated training events that will address the exercise program priorities. Workshop participants focus on the following tasks:

- **Identify Potential Exercises.** Identify potential exercises for inclusion in the multi-year schedule, including pre-planned exercises, standing exercise requirements, and additional exercises to address program priorities.
- **Identify Training Opportunities.** Identify training opportunities to support specific exercises, address areas for improvement or capability gaps, or meet training requirements.
- **Update the Exercise Schedule.** Update the calendar with exercises and training events that will enhance collaboration and address the exercise program priorities. Participants should focus on updating the current exercise schedule and identifying exercises that could benefit from collaboration.

The training opportunities and exercise schedule developed by TEPW participants, in addition to exercise program priorities, are they key components of the Multi-year TEP. TEPs should reflect a progressive planning approach that improves core capabilities through a series of exercises that

involves an increasing level of complexity over time. The schedule should list the proposed training and exercises to be conducted over the ensuing three to five years, if possible. For example, a 3-year schedule created at the beginning of 2013 should represent training and exercise activities expected to occur from January 1, 2013, to December 31, 2015. For exercises held in the first year, approximate dates should be available. For second and third year schedules, tentative dates may be used.

Roles and Responsibilities

Sponsoring and conducting a TEPW require a great deal of preparation and coordination. To ensure improvement planning and the TEPW are effective, both sponsors and participants should take steps to prepare for, conduct, and follow-up after the workshop. These steps are outlined in the roles and responsibilities in the following sections.

Workshop Sponsor

Sponsor Organization Points of Contact (POCs) are the primary planners of the TEPW. Their responsibilities are listed in the following sections.

Preparation

In preparation for the TEPW, sponsor organizations are responsible for:

- Coordinating with key stakeholders to identify a date, time, and location for the workshop.
- Developing a list of workshop invitees that includes representatives from the Whole Community.
- Developing and distributing the workshop invitation letter. A sample TEPW invitation letter is provided in Appendix A.
- Tracking workshop RSVPs and follow-up with any non-responsive invitees.
- Initiating a data call for stakeholders to identify and submit their organizations' key factors for consideration in developing exercise program priorities during the TEPW. This can include lessons learned and corrective actions from past exercises and real world events, recent threat/hazard assessments, state preparedness strategies, and other factors.
- Preparing all documentation and meeting materials (e.g., agendas, presentations, and minutes) in support of the workshop.
- Developing and distributing workshop read-ahead material at least 30 days prior to the TEPW. Typical TEPW read-ahead material includes:
 - Description of the workshop purpose and desired outcomes
 - Workshop agenda
 - TEP from previous year
 - Summary of After Action Reports/Improvement Plans (AAR/IP) from the previous year's real-world events and exercises, including progress made to date
 - Overview of the current threat or hazard environment, such as THIRA information
 - Core capabilities and/or additional reference documents

- Overseeing all logistical considerations for the workshop, including venue selection, room setup, audio/visual equipment, material production, etc.

Conduct

During TEPW conduct, sponsor organizations are responsible for:

- Conducting final arrangement checks with venue (including a walkthrough with the hotel/workshop manager).
- Facilitating or providing a facilitator for the workshop. If breakout groups are required, providing facilitators for group discussions who will ensure participants stay focused on the workshop goals.
- Coordinating recording (note taking) of major points of discussion.

Follow-up

After the TEPW is concluded, sponsor organizations are responsible for:

- Drafting a TEPW summary, distributing it to TEPW participants, and submitting it to the appropriate authority.
- Compiling, submitting, and distributing the final Multi-year Training and Exercise Plan to the TEPW participants and the appropriate authority. The organization POC must submit all plans.
- If applicable, scheduling exercise dates in the National Exercise Schedule (NEXS) System and ensuring that an exercise POC is assigned.

Workshop Participants

TEPW participants are Whole Community stakeholders who provide input to exercise program priorities and the development of the Multi-year TEP. This group should include representatives from Federal, state, local, territorial, and tribal government, as appropriate; the private-sector; and nongovernmental organizations. Participant responsibilities for TEPW preparation, conduct, and follow-up are listed in the following sections.

Preparation

In preparation for the TEPW, workshop participants are responsible for:

- Responding to the data call requesting organizations' factors to consider to inform exercise program priority development.
- Reviewing the previous Multi-year TEP.
- Reviewing their organization's improvement plans from recent real-world events and exercises, focusing on the corrective actions that are outstanding or need to be validated through training and exercises.
- Reviewing their organization's current training and exercise schedule and any training and exercise requirements.
- Reviewing all read-ahead information provided by the TEPW sponsor organization.

Conduct

During TEPW conduct, participants are responsible for:

- Having a working knowledge of their organization's capabilities, threats and hazards, homeland security strategy, preparedness reports, external requirements, and accreditation standards or regulations.
- Bringing their organization's training and exercise schedules to the workshop.
- Having sufficient authority to commit personnel and resources to the activities scheduled in the Multi-year TEP.
- Actively participating in workshop discussions, representing their organization's perspective and priorities.

Follow-up

After the TEPW is concluded, participants are responsible for:

- Reviewing the TEPW summary and Multi-year TEP provided by the sponsor.
- Coordinating with appropriate personnel in their organization to integrate the new Multi-year TEP into any other training and exercise schedules, and suggest training and exercise participants, as appropriate.

APPENDIX A: SAMPLE MATERIAL

Sample Invitation Letter

To: [Organization Representative]

From: [Organization Representative]

Date: [Date]

Subject: Training and Exercise Planning Workshop (TEPW)

[Sponsor Organization] invites you to attend the Training and Exercise Planning Workshop (TEPW) on [date] at [location]. The workshop will begin at [time] and conclude at [time]; attendee registration will begin at [time].

A TEPW provides the opportunity to collaboratively establish exercise program priorities and develop or update the Multi-year Training and Exercise Plan (TEP). Coordination of training and exercise events is important for us to prevent duplication of efforts, ensure resources are not overextended during training or exercises, and maximize the efficacy of training and exercise appropriations. Moreover, schedule collaboration presents opportunities for organizations to fulfill multiple grant requirements with a single exercise or training course.

Participants should be prepared to provide input to the exercise program priorities and development of the Multi-year TEP. In order to facilitate productive discussions at the TEPW, participants should submit the following information to [POC] by [date]:

- Summary of jurisdictional or organizational threat and hazard information;
- Corrective actions and/or areas for improvement from exercise and real-world events;
- External sources and requirements, such as homeland security strategies, preparedness reports, or industry reports; and
- Accreditation standards and regulations.

Participants should also review the following read-ahead material:

- Previous year's Training and Exercise Plan
- [Core capabilities or other references, as appropriate]

Because of the importance of preparedness planning decisions, we ask that any requests for additional attendees or alternate representatives be made through [Sponsor Organization]. We look forward to your participation in this workshop.

Attachments:

- Registration Form
- Agenda

[Other read ahead material, as appropriate]

Sample TEPW Agenda

8:30 a.m.	Registration
9:00 a.m.	Welcome and Introductions
9:15 a.m.	Training and Exercise Planning Workshop (TEPW) Overview
9:30 a.m.	Identify Factors for Consideration
11:00 a.m.	Link Factors to Core Capabilities
12:00 p.m.	Lunch
1:00 p.m.	Establish Exercise Program Priorities
2:30 p.m.	Develop Multi-year Schedule
4:45 p.m.	Hot Wash
5:00 p.m.	Adjourn

Sample Planning Checklist

Preparation

- ☐ Identify date, time, and location for workshop
- ☐ Develop invite list
- ☐ Develop and distribute workshop invitation letter, including an RSVP deadline
- ☐ Track workshop RSVPs and follow-up with non-responsive invitees
- ☐ Issue data call for organizations' factors to consider during workshop discussion
- ☐ Develop and distribute workshop read-ahead material, including:
 - Description of the workshop purpose and desired outcomes
 - Workshop agenda
 - TEP from previous year
 - Summary of After Action Reports/Improvement Plans (AAR/IP) from the previous year's real-world events and exercises, including progress made to date
 - Overview of the current threat or hazard environment, such as Threat and Hazard Identification and Risk Assessment (THIRA) information
 - Core capabilities and/or additional reference documents
- ☐ Complete workshop logistical arrangements, including venue selection, room setup, audio/visual equipment, material production, etc.

Conduct

- ☐ Conduct final arrangement checks with venue (including walkthrough with hotel/workshop manager)
- ☐ Register all TEPW attendees
- ☐ Select designated workshop facilitator (if one is not provided) and breakout group facilitators as required
- ☐ Designate note-taker to record workshop discussion

Follow-up

- ☐ Draft TEPW summary
- ☐ Distribute TEPW summary to participants and submit to appropriate authority
- ☐ Submit final Multi-year TEP to participants and appropriate authority
- ☐ If applicable, schedule exercise dates in NEXS and assign a designated exercise POC

APPENDIX B: REFERENCES

National Preparedness Goal

The National Preparedness Goal outlines the core capabilities needed to achieve the five mission areas: Prevention, Protection, Mitigation, Response, and Recovery. The core capabilities are designed to be interdependent and require organizations to use existing preparedness networks and activities, improve training and exercise programs, promote innovation, and ensure that the administrative, finance, and logistics systems are in place to support these capabilities. The Goal also identifies capability targets for each core capability; they serve as the basis for the development of performance measures to track the progress of capability execution and guide the allocation of resources in support of national preparedness.

The core capabilities described in the Goal are as follows:

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Forensics and Attribution Intelligence and Information Sharing Interdiction and Disruption Screening, Search, and Detection	Access Control and Identity Verification Cybersecurity Intelligence and Information Sharing Interdiction and Disruption Physical Protective Measures Risk Management for Protection Programs and Activities Screening, Search, and Detection Supply Chain Integrity and Security	Community Resilience Long-term Vulnerability Reduction Risk and Disaster Resilience Assessment Threats and Hazard Identification	Critical Transportation Environmental Response/Health and Safety Fatality Management Services Infrastructure Systems Mass Care Services Mass Search and Rescue Operations On-scene Security and Protection Operational Communications Public and Private Services and Resources Public Health and Medical Services Situational Assessment	Economic Recovery Health and Social Services Housing Infrastructure Systems Natural and Cultural Resources

The following table provides a description of each capability per mission area.

Prevention Mission Area Capabilities	
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Forensics and Attribution	Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.
Intelligence and Information Sharing	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by Federal, state, local, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among Federal, state, local, or private sector entities, as appropriate.
Interdiction and Disruption	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Screening, Search, and Detection	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, sensor technologies, or physical investigation and intelligence.
Protection Mission Area Capabilities	

Planning	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Access Control and Identity Verification	Apply a broad range of physical, technological, and cyber measures to control admittance to critical locations and systems, limiting access to authorized individuals to carry out legitimate activities.
Cybersecurity	Protect against damage to, the unauthorized use of, and/or the exploitation of (and, if needed, the restoration of) electronic communications systems and services (and the information contained therein).
Intelligence and Information Sharing	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by Federal, state, local, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among Federal, state, local or private sector entities as appropriate.
Interdiction and Disruption	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Physical Protective Measures	Reduce or mitigate risks, including actions targeted at threats, vulnerabilities, and/or consequences, by controlling movement and protecting borders, critical infrastructure, and the homeland.
Risk Management for Protection Programs and Activities	Identify, assess, and prioritize risks to inform Protection activities and investments.

Screening, Search, and Detection	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, sensor technologies, or physical investigation and intelligence.
Supply Chain Integrity and Security	Strengthen the security and resilience of the supply chain.

Mitigation Mission Area Capabilities	
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Community Resilience	Lead the integrated effort to recognize, understand, communicate, plan, and address risks so that the community can develop a set of actions to accomplish Mitigation and improve resilience.
Long-term Vulnerability Reduction	Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused incidents by lessening the likelihood, severity, and duration of the adverse consequences related to these incidents.
Risk and Disaster Resilience Assessment	Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.
Threats and Hazard Identification	Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.
Response Mission Area Capabilities	

Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Critical Transportation	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.
Environmental Response/Health and Safety	Ensure the availability of guidance and resources to address all hazards including hazardous materials, acts of terrorism, and natural disasters in support of the responder operations and the affected communities.
Fatality Management Services	Provide fatality management services, including body recovery and victim identification, working with state and local authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Mass Care Services	Provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.
Mass Search and Rescue Operations	Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

On-scene Security and Protection	Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.
Operational Communications	Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
Public and Private Services and Resources	Provide essential public and private services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, and banks) and fire and other first response services.
Public Health and Medical Services	Provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
Recovery Mission Area Capabilities	
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Economic Recovery	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.

Health and Social Services	Restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
Housing	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Natural and Cultural Resources	Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with appropriate environmental and historical preservation laws and executive orders.

For more information, please visit: <http://www.fema.gov/pdf/prepared/npg.pdf>.

The National Preparedness System

Building from the core capabilities described in the Goal, the National Preparedness System describes a series of components and how they interact to build, sustain and deliver the core capabilities necessary in order to achieve the Goal. These components provide a consistent and reliable approach to support decision making, resource allocation, and measure progress towards the Goal's intended outcomes.

For more information, please visit: http://www.fema.gov/pdf/prepared/nps_description.pdf.

Homeland Security Exercise and Evaluation Program

The Homeland Security Exercise and Evaluation Program (HSEEP) provides a set of guiding principles for exercise programs, as well as a common methodology for exercise program management, design and development, conduct, evaluation, and improvement planning. Exercises are a key component of national preparedness—they provide elected and appointed officials as well as stakeholders from across the whole community with the opportunity to shape planning, assess and validate capabilities, and address areas for improvement.

For more information, please visit: www.hseep.dhs.gov.

National Incident Management System

The National Incident Management System (NIMS) is comprehensive, nation-wide, systematic approach to incident management.

For more information, please visit: <http://www.fema.gov/national-incident-management-system>.

National Exercise Program

The NEP is a two-year progressive exercise cycle designed to support national preparedness. It serves as the cornerstone of a collective effort to test, improve, and assess national preparedness across the homeland security enterprise. The NEP provides a framework for prioritizing and focusing exercise activities across the whole community without precluding or replacing individual organizational exercise programs.

For more information, please visit: <http://www.fema.gov/national-exercise-program>.